

Gender Pay Gap Report 2023

Foreword

Since we first began reporting on our gender pay gap as a business in 2017, we've seen improvements in many areas of the business.

This year we are pleased to report a decrease in our gender pay gap. Our commitment to promoting diversity and gender equality has seen high levels of female representation throughout the company. We're proud that 45% of our leadership are female, and that this figure has been increasing over time to reach greater parity at the highest level of the business.

Because Benenden Health is a mutual society, inclusivity is at the heart of everything we do. This is as true for our colleagues and organisation as it is for our members. We put people first, which is why we'll continue to look for ways in which we can create a more inclusive culture. One that values individual contribution, where everyone is able to thrive.

We believe in equal opportunities and the principle of equal pay, for equal work of equal value. We remain confident that our employees are paid equally for doing the same work. In terms of the gender pay gap, we're reporting a decrease this year compared with the previous year and hope to continue to reduce our gender pay gap in future.

What is the gender pay gap?

The gender pay gap is a measure of the difference between the average earnings of men and women across an organisation. The gender pay gap is not the same as equal pay. Equal pay relates to men and women being paid equally for equal work. This is a legal requirement in the UK and an important matter of principle that Benenden Health is committed to and abides by.

About Benenden Health

352 Benenden Health colleagues at the Society

Gender split of employees

37% Male

63% Female

"We want our people to feel included, appreciated, and supported throughout their careers with us, and we're dedicated to ensuring our talented people stay and flourish. So a large part of our people and culture strategy focuses on excellent employee engagement. Meaning we're always looking for ways to go above and beyond in supporting our people, helping them to thrive – this includes diverse development and flexible working options, recognising that everyone is different and providing more choices that reflect this

One way that we've put this inclusive approach into practice is by embracing a hybrid approach to home and office working. This not only enhances the overall employee experience, but also brings opportunities to attract and retain diverse talent, thereby bringing additional benefits to our existing team members.

We're delighted to announce a decrease in our gender pay gap to 20.3% in 2023, and our effort to reduce it further is ongoing. Our flexible working environment contributes to the remaining gap, so 2024 will see us focusing on Environmental, Social, and Governance (ESG) initiatives.

The Diversity, Equity and Inclusion strategy will naturally feature as a programme of activity within this. Endorsed by our Executive team, the strategy ensures our employees have their voices heard through working groups. We foster an inclusive culture at Benenden Health, extending to our benefits offering. To ensure we provide inclusive benefits for our people with an emphasis on health and wellbeing, which continues to be so important to our current and future workforce."

Rebecca Mian
Head of HR



Gender pay gap

Methodology

As a qualifying organisation, The Benenden Healthcare Society Ltd is required to publish a snapshot of our data for 2023 as of 5 April 2023.

The data presented in this statement is calculated using the standard methodologies used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

As per the regulations, the calculation of the mean and median gender bonus gap for 2023 excludes anyone who didn't receive any bonus pay in the 12 months leading up to the snapshot date of 5 April 2023. It doesn't take account of individual circumstances, which may have impacted the actual bonus payment an individual received (including whether an individual was working part-time).

Legislative requirements

- All UK companies with 250 or more employees on 5 April 2017 are required to publish specific gender pay information:
 - **Mean and median gender pay gap**
 - **Mean and median gender bonus gap**
 - **Proportion of males and females receiving a bonus**
 - **Proportion of males and females by quartile pay band**
- Figures for each legal entity with at least 250 employees on the snapshot date must be calculated and reported separately
- The mean and median gender pay gap is based on hourly rates of pay as of 5 April 2023
- The mean and median gender bonus gap considers bonus pay received in the 12 months leading up to 5 April 2023
- Pay quartiles look at the proportion of men and women in four pay bands when we divide our workforce into four equal parts

Gender pay gap

Gap comparison 2017-2023								
Calculation	Data Type	2023	2022	2021	2020	2019	2018	2017
Pay gap	Mean	20.3%	25.5%	16.7%	17.8%	19.8%	20.3%	31.2%
	Median	18.6%	24.7%	15.2%	23.3%	27.8%	26.4%	33.0%
Bonus gap	Mean	-0.7%	53.3%	37.3%	27.6%	29.4%	7.9%	33.0%
	Median	15.6%	23.6%	5.5%	36.1%	0.0%	22.3%	20.5%
Proportion of employees awarded a bonus	Male	81.3%	86.2%	92.6%	83.2%	70.5%	88.2%	76.5%
	Female	80%	93.1%	98.7%	91.0%	80.2%	86.7%	87.5%

"We recognise that whilst we do still have a gender pay gap, we are pleased to see positive progress in the last year. We're confident that our continued commitment to equal opportunities for all employees will see our gender pay gap continue to reduce."

We believe in equal pay for equal work, so we don't pay people differently for the same role. Our female representation across all levels of the workforce is growing evermore impressive, especially at the senior level, and I'm proud to see this taking place.

But we know there is always room for improvement, so understanding our workforce profile enables us to review how we can achieve even more balance in our gender pay gap across the organisation.

Having a predominantly female workforce does mean that even small fluctuations in the number of male colleagues can significantly impact our gender pay gap. Reducing it remains a priority as we commit to providing a diverse, equal and inclusive working environment for all our employees to thrive."

Helen Chamberlain
Chief Financial Officer



What is our gender pay gap?

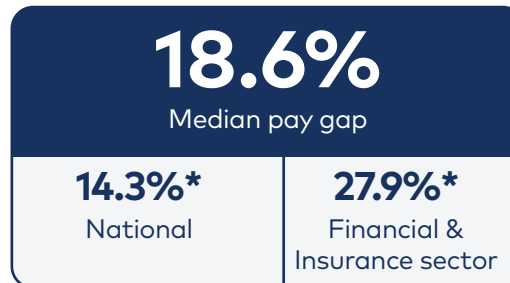
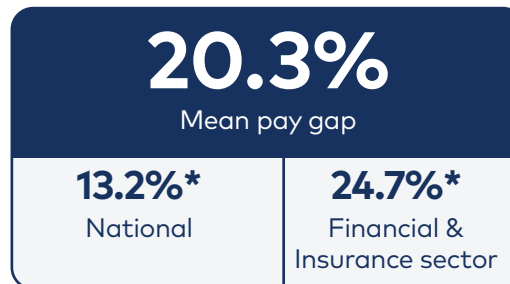
Key data

The information presented below relates to The Benenden Healthcare Society Ltd.

Mean and median gender pay gap

The mean gender pay gap is the difference in average hourly rates of pay that male and female employees receive. This gives an overall indication of the gender pay gap by taking all hourly rates of pay and dividing by the total number of people in scope.

The median gender pay gap shows the difference in the midpoints of the ranges of hourly rates of pay for men and women by ordering individual rates of pay from lowest to highest, and comparing the middle value.

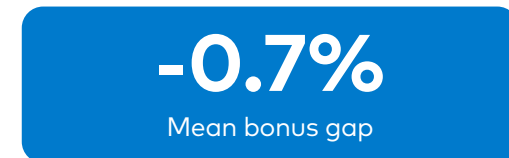


*Source: ONS: Gender Pay Gap in the UK: 2023

Mean and median gender bonus gap

The mean gender bonus gap is the difference in average bonus pay that male and female employees receive.

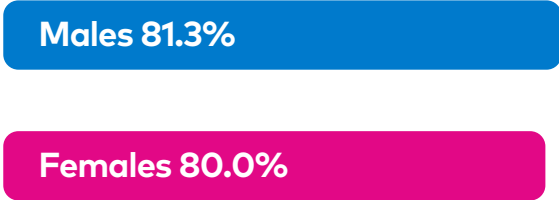
The median gender bonus gap shows the difference in the midpoints of the ranges of bonus pay received by men and women.



What is our gender pay gap?

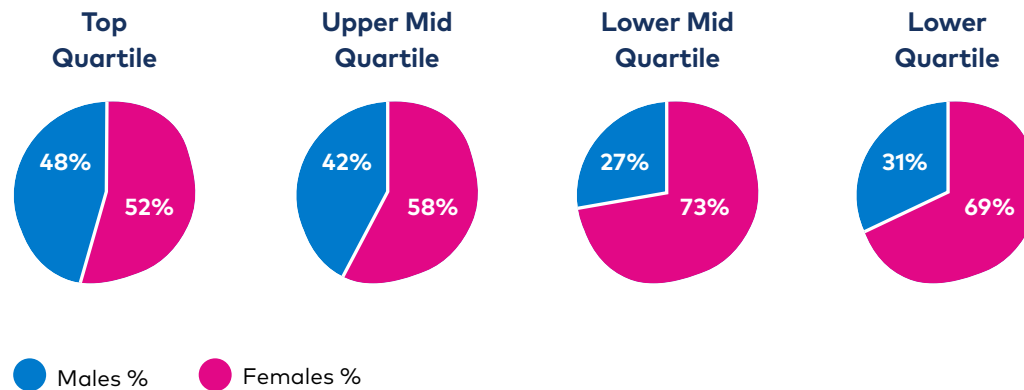
Proportion of males and females receiving a bonus

This is the percentage of men and women who received bonus pay in the 12 months leading up to the snapshot date of 5 April 2023.



Proportion of males and females by pay quartile

This is the percentage of male and female employees in four quartile pay bands, (dividing our workforce into four equal parts).



Why do we have a gender pay gap?

Equal pay

Equal pay is the legal obligation for employers to give men and women equal pay for equal work.

Gender pay gap

The gender pay gap is a broader measure of the difference between the average earnings of men and women (irrespective of roles and seniority) – it takes a look across all roles and at all levels within an organisation.

Having a predominantly female workforce means that even small fluctuations in the number of male colleagues can have a significant impact on our gender pay gap. Our pay ranges differ by function as well as job level, meaning that the gender split between functions also has an effect.

Difference between equal pay and the gender pay gap

A company can have a gender pay gap without breaching equal pay provisions.

Our gender pay gap at Benenden Health is not as a result of equal pay issues. We have a gender-neutral approach to determining pay for roles at all levels and we regularly monitor this to ensure we continue to meet legal and moral obligations.

All employees at Benenden Health receive equal pay for equal work.

Leadership Team



Technical Professionals and Senior Managers



Professionals and Managers



Team Members



● Males % ● Females %

Why do we have a gender pay gap?

The most significant challenges we face in addressing our gender pay gap are:

- Our overall workforce profile
- A higher proportion of women than men in our more junior roles and part-time roles
- Fewer women than men in some areas of the organisation

As you can see from the figures, our gender pay gap is much lower in every quartile if we look at each segment individually. But in closing our gender pay gap, our focus needs to be on improving gender distribution throughout our workforce.

By ensuring all genders are represented equally at all levels of our organisation, we can close our gender pay gap sooner.

Gender bonus gap

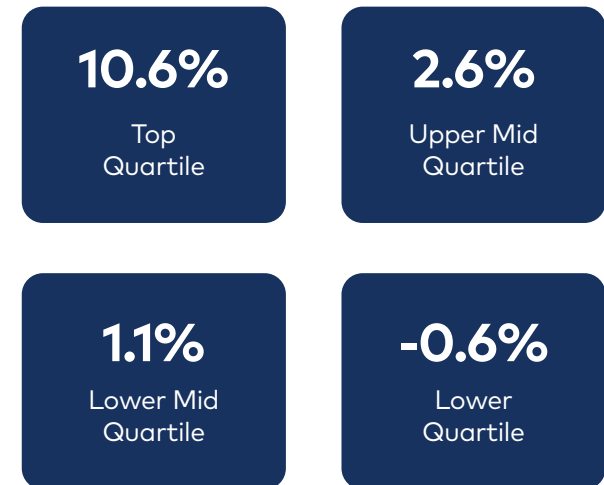
Our mean gender bonus gap shows that on average females received a higher bonus than males in the reference period. This is mainly because our workforce profile is predominately women.

The median bonus gap shows the midpoint in the bonus ranges between men and women, this again is indicative of our workforce profile and the uneven distribution of males and females throughout the quartiles.

Where we've paid bonuses to part-time colleagues, they are pro-rata to reflect the reduced hours – however, the bonus pay gap calculation doesn't recognise that individuals may work part-time.

We will continue to encourage and support flexible and part-time ways of working, even if this does in part contribute to the bonus gap. Providing this for our employees makes Benenden Health an employer of choice.

Mean gender pay gap by pay quartile



Workforce profile

This shows us that we have more females in all quartiles.

Our workforce is predominantly female and 17% of our workforce work part-time. This has an impact on our gender pay gap.

Quartile	Male		Female	
Lower	31%	34	69%	77
Lower Middle	27%	22	73%	58
Upper Middle	42%	29	58%	40
Top/Upper	48%	44	52%	48

CEO pay ratios

Based on the current gender pay gap data as at 5 April 2023, these details illustrate Benenden Health's current pay ratios:

The pay ratio indicates the relationship between Benenden Health's CEO pay, and the pay of other employees at Benenden Health.

Methodology

The methodology for calculating the ratios is Benenden Health's most recent gender pay gap information.

The salary figures are post salary sacrifice. Employer's pension contributions aren't included.

This data assumes full-time equivalent salaries as at 5 April 2023.

CEO basic salary pay ratio
8:1

Basic salary ratios	
CEO to the average workforce salary	7:1
CEO to the median salary	9:1

Total remuneration ratios	
CEO to the 50th percentile (median) employees' remuneration	9:1
CEO to the 25th percentile employees' remuneration	12:1
CEO to the 75th percentile employees' remuneration	6:1

Our commitment to closing the gap

We're focusing on four key areas:

- How we recruit candidates
- How we engage and reward our employees
- How we support progression and developmental opportunities
- How we retain the best talent within Benenden Health



Our commitment to closing the gap

1. Recruitment

- We will continue to monitor our recruitment processes to ensure we eliminate bias and support leaders to consider diversity, equity and inclusion in the recruitment journey
- We partner with recruitment agencies who are committed and consider diversity, equity and inclusion, when sourcing and putting candidates forward
- We are committed to playing a role in empowering women to join/remain and progress within our organisation

2. Pay, rewards and benefits

Transparency around pay and reward is important to us at Benenden Health.

- We evaluate and benchmark all roles and pay grades regularly to ensure internal and external parity
 - We have internal job families and a fair and accessible pay structure
 - All eligible employees have access to relevant bonus schemes. The robust calibration process of performance reviews ensures a fair and consistent approach to any bonus awarded
 - We continue to support flexible working practices across all levels of the organisation
- Our family-friendly policies, including our shared parental leave policy, are promoted internally
 - Our commitment to flexibility within our benefit range continues. We continue to refresh and grow our benefit offering

Our commitment to closing the gap

3. Training, development and progression

At Benenden Health, we're committed to training and developing our colleagues.

- We support internal mentoring and offer assistance when colleagues are applying for internal progression
- We invest in our leaders to develop their capability
- Our values: Be Smart, Be Brave, Be Connected and Be Caring are embedded throughout the organisation and used to ensure we have the right behaviours to support our business ambitions
- We offer financial support for self-development where appropriate, and utilise our Levy fund for new apprenticeships starting in the business, and individuals furthering their career in higher educational courses
- Everyone in the organisation has access to flexible and 'on-time' learning and development through our Be Aspirational Career Hub
- Our focus is to support managers and their teams working in a hybrid environment, remotely, office based and home working. Our training is constantly evolving to support ever-changing workforce requirements

4. Retention

It's important to us that once we have the right people, we nurture the relationship, so they stay at Benenden Health.

- We support a variety of flexible working options, part-time working, compressed hours, home working and study leave
- We internally promote vacancies, ensure succession planning and development opportunities are considered
- We support employees returning to the business after extended leave, whether through flexible working or phased returns
- We support extended family leave and sabbatical leave



What's next?

In our vision for an inclusive future, we'll continue to put people first.

That means whether we're recruiting new starters or supporting our colleagues to progress within the organisation, we'll always focus on identifying and developing talent, irrespective of gender.

In our efforts to close the gap, we'll also offer greater flexibility in how, when and where our colleagues work. And we'll stay flexible, too. We'll continually monitor and evaluate all our efforts, and evolving policies wherever necessary.

“I’m delighted to announce a positive development in our gender pay gap, which has decreased from 25.5% to 20.3% in 2023.

This improvement is due to a focused strategy that we’re committed to sustaining. We aim to further reduce our pay gap with actions and steps with the most significant positive impact for our colleagues.

Recruitment Practices: We are mindful of how we attract candidates

Employee Engagement and Rewards: Ensuring fairness in engaging and rewarding our staff

Progression and Developmental Opportunities: Providing support for career advancement

Talent Retention: Focusing on retaining the best talent within Benenden Health

Flexible Working: Understanding individual needs and ensuring equitable treatment for every colleague

Our Diversity, Equity and Inclusion (DE&I) strategy focuses on education, evolving processes and practices, and fostering inclusivity across our organisation. In 2024, we will intensify our efforts in DE&I, while continuing to ensure that the agencies we collaborate with share our commitment to merit-based hiring.

While maintaining an unbiased recruitment process, the higher representation of females in more junior roles impacts our target gender pay gap, making it likely to change. The goal is to progress without compromising the established flexibility for those with caring responsibilities. We actively promote family-friendly policies, such as shared parental leave, and continue to support flexible working options, aiming to provide a fair, diverse, and inclusive work environment.

Our transparent approach to pay and rewards is reflected in the positive feedback from our engagement surveys, where colleagues say they’re proud to work at Benenden Health. We celebrate our colleagues, including our award-winning contact centre team, and actively encourage developmental opportunities at all levels of our organisation.

Investing in training, development, and progression is a cornerstone of our commitment, ensuring our team finds satisfaction in their roles. Our employees can make the most of internal mentoring, financial support for self-development, and dedicated time through ‘Golden Hours.’ Additionally, junior talent benefits from the ‘Junior Board’ initiative, providing a unique perspective on business challenges and continues to be a great source of development for those participating. In 2024, we will enhance our focus on leaders with various programmes and opportunities, a primary focus for both women and men across all business levels, evident in the balanced representation at the senior leadership, Executive, and Board levels.

As we look forward to 2024, we are excited to pay extra attention to DE&I, ESG, our digital strategy, and the development of our talented people. Gender pay is just one of many metrics as we strive to create an environment that fosters personal and professional growth, valuing and celebrating diversity for everyone to thrive.”

Bob Andrews
Chief Executive Officer



I confirm the gender pay gap data contained in this report is accurate and has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Rebecca Mian

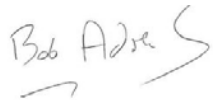
Head of HR

Handwritten signature of Rebecca Mian in black ink, consisting of the initials 'RM' followed by a stylized flourish.

I confirm the gender pay gap data contained in this report is accurate and has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Bob Andrews

Chief Executive Officer

Handwritten signature of Bob Andrews in black ink, with the name 'Bob Andrews' written in a cursive style and a large flourish at the end.

Contact us



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